

# key notes

A NEWSLETTER OF THE NATIONAL INDUSTRIAL RECREATION ASSOCIATION  
20 N. Wacker Drive, Chicago, Illinois 60606

Notes on the latest in programming and administration in the employee services field  
Edited by CIRA's Mel and Martha Byers, 2751 Inwood Drive, Toledo, Ohio 43606

January, 1976

Volume 6, No. 1

## COMMITTEE/OFFICER CLINICS & WORKSHOPS

Nothing can take the place of committee and officer clinics. Following the appointment of committees or election of officers, orientation meetings should be held. These sessions should explain the assignments and performances desired and, most importantly, relate the policies and procedures of the organization to each assignment. Some organizations call these workshops officer institutes, leadership briefing clinics, organizational seminars, or guidelines workshops. The sessions usually take an entire day for executive officers and last half a day or less for other management people. Past officers and committee leaders are asked to assist, although most of the instruction and policy interpretations are given by staff personnel. A brief review of past performances and accomplishments is usually presented by former or retiring officers. Oral presentations, printed outlines, guide lines, handbooks, manuals, and sample programs are distributed. When outside or specialized instruction is required, the recreation staff obtains and pays for such services. Many times in industry, experts in advertising, publicity, accounting, budgeting, sales, and public relations can be helpful in either taking part in the sessions or obtaining instructors. Once clinics are established, the organization operates more smoothly. Activity and program development early in the year eliminates the adjustment and familiarization period so often prevalent in officer change-over.

## EMPLOYEE MORALE

The feelings of people at work are a mysterious power. If they are favorable, the wheels turn; if unfavorable, the axles squeak and groan. Employee services, under professional direction, working through an employee association, are an essential lubricant required to keep human relations machinery operating properly. Once employees feel they are appreciated and have a simple and direct line of communication to their management, there is little likelihood that serious people-problems will develop. With good services, employees are less likely to seek outside agents to represent them and serve as their means to communicate with management.

Most of the enthusiasm generated for the work we do can be attributed to the degree of interest shown by management in employees' opinions, ideas, and contributions. This is why a suggestion system in industry

is most beneficial to both employee and employer. When properly administered, it can be another direct communication method. The majority of employees want to identify with management. They yearn for this close relationship and want to have a sincere pride in their jobs, their company, and the products or services it offers.

#### SPONTANEOUS RECREATION

Spontaneous recreation includes activities that take little or no preparation, equipment, or special skill to perform. Penny and washer pitching, playing catch, walking or jogging are outstanding examples. With a slightly greater degree of preparation, we can sponsor horseshoe pitching (a game which is enjoyed by more than five million Americans each year), shuffle board, quoits, darts, and cards. We should consider these activities in our recreational planning and make the most of them, especially when funds and facilities are not available.

#### DIGGING A GRAVE WITH YOUR TEETH

We know being overweight can shorten our lives by about five and one-half years. We also know that for the most part it is what and how we eat that causes overweight. As we grow older, food seems to become more and more attractive and exercise less enjoyable. It is at this period in our lives when we should find a way to cheat the mortician of an early prospect. Our recreation programs can offer the employee considerable help if we consider diet and eating habits along with exercise and play. When a total physical fitness program is offered, the instructions concerning diet and exercise activities should coincide to provide the best results. To help the "heavies," sessions on preparation of slimming foods should prove entertaining, educational, and effective.

#### BADMINTON IS SHOWING A NEW GROWTH OF INTEREST

There are 200 or more badminton clubs in the U.S.A. and the sport has increased considerably in its popularity. The game was devised at Badminton Hall in Gloucestershire, England in 1863. Like tennis, it attracts both male and female participants and is popular at all age levels. The American Badminton Association, 1330 Alexandria Drive, San Diego, California 92107, can be of help in organizing an industrial badminton club. Games such as badminton and tennis provide excellent exercise in fun and play. For the many who find it difficult to discipline themselves in routine exercise sessions, such sports are helpful by offering amusement as well as built-in exercise.

#### SYLVIA PORTER WRITES ABOUT FRINGE BENEFITS

We were pleased to read Sylvia Porter's recent column concerning industry's fringe benefits - a most enlightening and helpful summary of what employees should expect and receive in addition to the standard negotiated benefits. Sylvia Porter lists employee discounts, compensations

for recruitment of job candidates, employee travel programs, savings and stock plans, emergency loans, employee tuition refunds and scholarships, company product and used equipment sales to employees, medical services, college gift matching, insurance, income tax service, and credit unions. We can add to this recreation, family assistance, memorials and remembrances, loan equipment, blood banks, housing services, parking and transportation, libraries, utility payment services, new employee services, company resort areas, food services, and personal guidance and counseling. We agree with Porter, "These 'fringes' add record and ever-climbing totals to your cash paycheck." We also agree that management does not publicize these fringes to its best advantage.

#### NIRA ENCOURAGES INDUSTRIAL RECREATION COUNCILS

In just the past two years, ten regional industrial recreation councils (IRC's) have either affiliated with NIRA or have formed all-NIRA councils. The services offered by the National Association are as good, and more often better, than most national organizations offer their chapters or affiliates. There is a concentrated effort by the Board of Directors to intensify the campaign to bring in all independent industrial recreation groups under one umbrella. They are supporting and implementing every suggestion that will increase membership, and in turn, provide more benefits to the members on both a local and national level. Your efforts in developing or assisting community industrial recreation and health groups can be supplemented with NIRA assistance if you call Pat Stinson, (312) 346-7575.

#### HUNTER'S SAFETY CERTIFICATION

The National Rifle Association will help you set up a hunter's safety instruction course. (Hunter's safety instruction is required before a hunting license is issued in thirteen states.) Your state Division of Wildlife should be interested in assisting you with such a program.

#### HERE'S A HELP FOR THE FOOD COMMITTEE

Clubs, churches, and other groups often consider cookouts, dinners, and banquets, but hesitate to tackle the preparation. Mass food preparation can be accomplished through volunteer help if volunteers know how to buy and cook in large quantities. The U. S. Department of Agriculture's extension service offers one of the best guide and menu booklets we have seen on the subject. Entitled "Community Meals", it's a complete handbook and collection of recipes any food committee would cherish. Contact your local 4H office or write U. S. Department of Agriculture for Extension Bulletin #307 "Community Meals" by Irene H. Wolgamot.

#### TIMELY SERVICES APPRECIATED MOST

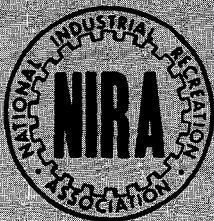
With the new year comes the time to assemble last year's expenses and income information for tax reports. Personal and property tax forms are not so easy to follow or figure and a little help is most welcome. Some employee organizations have set up stations for pick-up of various tax forms and instruction booklets. In addition, they have engaged tax consultants to help employees on a first-come/first-served basis for a fee somewhat lower than commercial tax service centers charge. One association has a tax consultant who will make house calls to assist the employee member in completing his or her tax forms. Providing the forms and offering tax assistance saves time for the employee and may even reduce absenteeism.

In the same area of service, is the offering of auto license issuance in states which permit auto clubs and registrars to visit the plant or office at scheduled dates and times. Applications are taken and all plates picked up or delivered to the plant service center for distribution.

#### ROAD RALLYE & MYSTERY TOUR

The Owens-Illinois Onized Club in Toledo conducts an annual "Road Rallye." All participants receive a set of instructions and confusing clues to follow for the mystery auto tour. They follow the clues given, filling in answers as they proceed from one location to another. Those drivers who complete the course first, with the lowest number of miles driven and the most correct answers are awarded prizes at the end-of-tour assembly area. When the majority of participants have arrived, food and beverages are served at cost - adults, \$1.50 and children under 12, 50¢. It's a great activity that requires little in preparation.

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February, 1976

Volume 6, No. 2

## WHAT TO LOOK FOR IN '76

In the January, 1975 issue of Keynotes we predicted some events for that year which would be of interest to recreation administrators. We were about 74% correct--not a bad average. In an effort to be even more accurate, here is what we foresee in '76:

1. A revitalization of management's concern for its employees will encourage a search for ways to become closer to the work force. Employee recreation associations will be of major interest in this regard.
2. An increase in group recreation will provide more jobs for recreation specialists. Hotels, resorts, condominiums, housing complexes, hospitals and rest homes, as well as business and industry, will see the need for professional recreation guidance and supervision.
3. Watch for the introduction of varied recreational specialty courses in universities and colleges--many in cooperation with departments of medicine, business, and social science. The field will finally be expanded beyond the school of physical education.
4. Although industry, for the most part, will continue to select its recreation administrators from the personnel staff or employee volunteer leadership, the need for professionally trained personnel will begin to be recognized. On-the-job training courses may be welcomed for existing non-professionals struggling to administer employee recreation and service programs.
5. Recreation will continue to show signs of greater family involvement, with fewer individual recreation plans and more group activities. Families will participate more if family recreational packages and events are offered. Possible programming options include family tour packages

(one-week or one-weekenders), family tennis, water sports, golf, bowling, and crafts.

6. The Bicentennial year will have a tremendous affect upon local, state, and national travel attractions. Many people for the first time will discover the tourist attractions of their own localities. Recreation directors should look for many new backyard tour and resort offers that can be enjoyed as weekend outings for employees and their families.
7. Tennis will continue to be one of the fastest-growing sports. Look for "poor man's" indoor-outdoor tennis clubs to emerge without the frills and extras.
8. Physical fitness, health clubs and programs in industry will be expanded to include all employees, not merely executives. Considerable interest will be shown in employee physical fitness and its relation to productivity.
9. Employee exposure to cultural activities will be greatly improved. There will be large groups of employees, new to recreation programs, who show considerable interest in cultural and educational activities.
10. Industrial recreation administrators will have many more offers of cooperative programs and additional employee benefits from outside organizations, businesses, and suppliers. The business world is awakening to the huge industrial recreation market and progressive sales managers will be flexible in their proposals--just to get a foot in the door.
11. Foreign travel programs will be on the increase, regardless of higher fuel costs and inflationary conditions. More concern, however, will be given to price and quality. Those countries offering the most for the least will get the tourist business. A renewed interest in seeing America first will result as Bicentennial promotions unfold.

#### ACTIVITIES FOR COMPANIES WITH MORE THAN ONE UNIT

Some companies have several units, each under a different manager, with a decentralized recreation program. If recreation is not centralized, multi-unit activities are usually offered in accordance with a pre-arranged, approved agreement. Owens-Illinois in Toledo has six locations within a ten mile radius. The company has developed a multi-unit procedure that may be of interest to companies in a similar situation. A copy of the procedure may be obtained by writing or calling Martha Byers, Owens-Illinois, Inc., P.O. Box 1035, Toledo, Ohio 43666 (419) 242-6943.

### TIPS ON PLANNING A DANCE

1. Select the orchestra and music to match the age levels of the participants. (Ages 18 to 30 hold the highest interest level for dancing. Whatever the present age of your group members, gauge your music selection to this dancing period in their lives.)
2. Remember that a small dancing area, even a crowded one, holds greater appeal than over-sized dance space.
3. Keep the lights low. Bright lighting of a dance floor has a discouraging affect upon participation.
4. Be extremely careful of dance number requests from participants. Some people who are more vocal may restrict the dancing to their wishes only.
5. Recorded music must be done with professional sound assistance and know-how.
6. Well-known orchestras or bands do not necessarily assure success. They may even prove to be a financial bust.
7. A dance is a socializing event. Only about 20% of those who attend actually dance a majority of the numbers played.
8. A dance party is more attractive than strictly a dance.
9. Refreshments, dinner, snacks, and beverages add to the success of the event.
10. Dance events appeal to foursomes. Promote table sales, group discounts, guest privileges, and reservation advantages.
11. Some entertainment, other than dancing, will do much to make the event a winner. Try using a floor show, talent exhibition, door prizes, drawings, fashion review, contests, games or an entertaining master of ceremonies.
12. Good promotion helps to bring about a sellout. Promotion aids include easy-to-obtain tickets, advance discounts, prize drawings for those who purchase tickets early, a selected sales crew to solicit sales, and the publicizing of those who have purchased tickets.

### SPRING PROGRAMMING IDEAS

Easter Holiday - Fashions on parade, morning prayer breakfasts, Lenten services, suit & dress raffle, Easter egg hunt, "bunny hop"

party, egg coloring party, Easter egg color & design contest, bunny zoo trip, Easter ham & egg banquet.

Travel - Before the tourist season rates set in, plan spring trips that will save the employee money and give quality accommodations. Seasonal rates usually change in April and May, especially in Florida.

Sports - Get off to a good start with a full golf program: 9-hole league, 18-hole league, "Ma & Pa" league, retiree league, children's league. Initiate a summer bowling clinic for beginners and problem bowlers. For softball, try something new this season with Slo Pitch and beer ball.

#### REWARDING GIFTS--A PARTIAL LIST

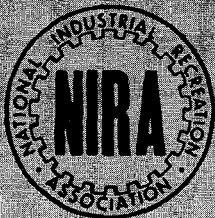
Many recreation associations are giving gifts to newly retired members, outgoing officers, new mothers, new employees, organization advisors, and members of long and extraordinary service to the association. It may be of interest to list some of the gifts selected:

- AARP\* membership for a retiree and spouse
- Special jackets for athletic leaders, blood donors, past presidents, retirees
- Small mantle clock, desk sets
- Special distinguished-service plaques, one to be presented to the employee and one to be permanently hung in association hall.
- Baby shoes with baby's first name on one shoe sole, date of birth on the other sole, as new mother remembrances
- Baby blankets, nursing bottles, three-month diaper service for new babies
- City maps, discount lists, and valuable-paper folder for new employees
- Luggage tags and hat & coat identification seals for all dues paying members.
- Auto decals of association for annual issue to members
- RECREATION MANAGEMENT Magazine subscription as an officers' award
- New member invitational dinner program
- Birthday remembrances: rose bud for women, carnation for men
- Outstanding Member of the Month: an 8 x 10 photo, one to the recipient and one posted in the association hall for a month.

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\*American Association of Retired Persons





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March, 1976

Volume 6, No. 3

## WALKING WITH SKIS -- GREAT FUN AND INEXPENSIVE

Nordic skiing--popular cross-country skiing--is not significantly different from ordinary walking. Four thousand years ago, people discovered how to travel more easily, on flat lands as well as hilly slopes, with skis. Cross-country skiing is attracting a growing number of our young-at-heart who find winter snow enjoyable and the winter wonderland of forests and fields fascinating. Nordic skis are lighter and less expensive than the conventional Alpine (downhill) skis. The relatively inexpensive boots are a cross between hiking and football boots. Sufficient waxing of the skis is essential to this kind of travel on skis. The novice Nordic skier quickly develops a relaxed, easy glide with his weight balanced entirely on first one ski then the other. The desire to try the hills and mountains in Alpine style may grow from the cross-country exposure. If you haven't given cross-country skiing a place on your program this year, consider it for next year--that is, if there is snow in your area--we can't visualize it for sand and sun country.

## GREAT LOVERS PARTY

Your couples group will enjoy a unique evening of entertainment if members are given character roles of history's great lovers. As your guests enter the room, ask them to draw cards from a fish bowl. The men draw from the "male lover" bowl and the women from the "female lover" bowl. No one must reveal what his or her card says until called upon to act out the part. For every card drawn there will be a partner card--for the other half of a famous pair. If a player's counterpart in the audience recognizes his or her lover through the dramatization, and is the first to shout out his or her partner's name, both "lovers" win a prize. Anyone in the audience who recognizes a dramatized lover before the counterpart does receives ten candy kisses to trade for refreshments, special humorous prizes, or a kiss from the person of his or her choice. The roles of great lovers, past and present, might include Romeo and Juliet, Anthony and Cleopatra, Bonnie and Clyde, Eddy and McDonald, or Taylor and Burton. The party can also feature old fashion mixer games like Spin the Bottle, Passing the

Grapefruit or Post Office. Partners might even race to sew patches on one another's trousers. The first to sew a patch--without pricking his or her lover with the needle--gets a prize. Refreshments served could take on such names as Honeymoon salad, Sweetheart cookies, Love drops, candy kisses, etc.

#### MORE BICENTENNIAL PROGRAM IDEAS

In the Bicentennial year, prizes and awards can include 3'x5' American flags. Flags could be offered to employees at cost. Parties, banquets, and other programs can feature red, white and blue decorations. Patriotic music can be played at employee events. The drama club could feature an historic theatre review. A '200th birthday baby picture contest can be planned. Employees might enjoy a Martha Washington ice cream social or special movie programs featuring films about our country, our heritage and freedoms. Your 1976 program list might also include a community band concert of American music; a review of American sports; a Fourth of July outing or parade; ethnic programs depicting customs, songs, and dances introduced to America; a Yankee Doodle dance program featuring the progression of dances through the years; a series of early American dinner parties featuring Southern fried chicken, blackeye peas, corn pone, fried catfish, Boston baked beans, New England clams, etc. You can brainstorm the Bicentennial programming with your groups and come up with a score of new and timely events for '76.

#### GROUP TOURS AROUND YOUR STATE

Local tours can be gems of education and entertainment. Write your state tourist or travel council, department of community development, or natural resources commission for information concerning attractions, festivals, and historical sites in your home state. Group weekend travel can be arranged with either private cars or chartered busses. Odds are, your people will be surprised that great sights and entertainment are only a few miles away. Because these attractions are drawing more and more in-state participation, you had better plan early if there are reservations to be made. This type of programming is becoming more popular for it is inexpensive, energy-saving, and can be enjoyed in a relatively short period of time. Conduct photo contests covering each tour and use the photos to promote additional tours.

#### MORE GARDENERS THIS YEAR

Last year, many employee groups arranged for garden plots by securing a couple of acres of land, having it plowed, disked, and plotted for employees interested in gardening. A small charge covering these costs may be made. For many garden clubs, the year produced a bumper

crop for all who planted. This year we expect even greater participation in raising vegetables and produce. Those who gardened have now convinced those who were skeptical that it paid off, especially when food prices kept on soaring in a year of plenty. Some employee organizations built incentives into their garden club program by offering prizes for the garden of most varieties, the best-kept garden, and the most attractive garden, as well as the most unusual and best specialty gardens. Purchasing tools, fertilizer, seeds, and other supplies as a group brought preparation costs down. Surplus produce in some clubs was sold at an employees farmers market, held in the early fall. Retirees were also invited to participate. Of course, it was an excellent program for them, offering activity, exercise, and a savings. If you want an ecology program that attracts many, hang your hat on this one.

#### OUTDOOR AWARENESS--AN EXCELLENT ACTIVITY

Learning about our forests, fields, and wild life can be exceptionally entertaining and can offer a great learning experience. Federal, state, county, and metro parks are available to explore and enjoy. Naturalists and rangers can help you program a wilderness experience, a night adventure in the woods, an observation contest, a cross-country wagon train, a weekend of outdoor living, a "Lewis and Clark" trail blazer, or a camera outing. "Living off the Land," "Once Upon a Mountain," and other tantalizing titles will help promote your outdoor programs. We know a great number of our people who have missed much in their lifetimes because no one has invited them to share the great attractions of nature. Programs can be designed for families, singles, the young, and the elderly. It's more fun to be a part of the group enjoying the program than reading about it or seeing pictures later.

#### RECREATIONAL EQUIPMENT LOANING SERVICE - GREAT HELP FOR BEGINNERS

We could well have greater participation in our recreational programs, especially from the novices and mildly-interested employees, if recreational equipment were furnished by the company. A loaning service, either free or at reasonable rates, might prove one of your better employee services. From roller skates and tennis racquets to easels and oil paints, loan equipment selected to complement existing programs can help to meet our employee involvement objective. Employees could borrow recreational game kits for a family reunion or a backyard neighborhood party. If a successful program has some profit margin built into it, more and better equipment can be purchased.

#### FISHING HAS A MAJORITY RATING

Fishing continues to rate a top priority for recreational interest. Almost everyone, at sometime in his or her lifetime, has experienced

the thrill of catching a fish. It is a sport that has no limits. The unskilled, the young, and the old as well as the ardent and knowledgeable fisherman can all experience the thrill of a catch. It is one activity that requires little preparation or equipment to achieve the satisfaction of "winning." Some record catches have been made by first-timers using nothing more than a cork and bobber. Thanks to the ecology movement, our lakes, rivers, and streams are beginning to clear up. Fish that haven't been caught in certain waters for years are returning. Plan a family fishing outing and soon the participants will be hooked on a lifetime activity that will afford many hours of enjoyment and companionship. Get your employees motivated in NIRA's fishing contests. If you want to learn more about recreational fishing activities, NIRA can supply names of recreation directors who run successful programs. Just call (312) 346-7575 and ask for Program Services--the department of NIRA working with and for you.

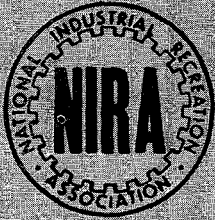
#### PERFORMANCE STANDARD ON PRODUCTS

According to Sporting Goods Business magazine, the Senate commerce committee will take up legislation that would authorize sweeping consumer product performance standards as well as advertising disclosures of product ratings. Senator Frank Moss, (D., Utah), who chaired the initial consumer subcommittee hearings, indicated that while major home appliances might well be the target group, the measure would also cover sporting goods and equipment as well.

#### DIRECTION SIGNS INCREASE PARTICIPATION

The Nebraska Highway Department erected signs in highway service areas indicating tourist attractions in those areas. A 35% increase in visitors resulted. Similar signs can increase employee awareness. The signs should be highly visible, quickly read, and easily understood. The best color combinations for visibility and ease of reading are black on yellow, white on dark green, black on white, dark green or dark blue on white or yellow and dark brown on white or cream. Lighting a sign increases its effectiveness. Signs can be made attractive and compatible with their surroundings. Identification and directional signs are the only ones that should be permanently displayed. Safety slogans, credit union ads, announcements, suggestion solicitations, and most others should be limited to 30 days' exposure. If they are posted for longer periods of time, they become so familiar that they are no longer noticed.

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April, 1976

Volume 6, No. 4

## A SPECIAL NOTICE

Please take time to study the enclosed subscription offer from the American Society of Association Executives (ASAE). With every new subscription to its magazine, ASSOCIATION MANAGEMENT, ASAE will send a free copy of the new text, Guidelines for Effective Association Leadership. The book and the magazine provide timely information and "how to" articles for the modern association executive. Take a look.

## COUNTRY MUSIC JAMBOREE . . .

. . . is a treat for both young and old. You may want to rent an old barn for the occasion. Then plan for both lightin' and wig-glin' music. If there's not enough home town talent to play the right kind of music, use recordings. Let a hayride be a part of the party by having participants meet at some distance from the barn and ride back and forth in a horse-drawn hay wagon. Sometime during an evening of music and dance, a few employees can bring out the wash boards, harmonicas, bells, and whistles to lead sing-along numbers such as "Old McDonald Had a Farm," "Turkey in the Straw," "Down by the Old Mill Stream," and "School Days," with everyone joining in on the verses. Farmer Gray, the acting announcer over radio station KORN, can keep the party sparked by introducing the traveling salesman, the farmer's daughter, Old McDonald, Aunt Rowena, and Peck's bad boys. Cider, doughnuts, popcorn, apples, corn on the cob, or finger lickin' chicken may be served to the hungry crew.

## DIRECTOR'S FACILITIES REFERENCE FILE

A reference file or a book which lists all the recreational facilities available within a fifty mile radius can be helpful. It can list both public and private facilities, their locations

and their descriptions. Hall and banquet room listings should note size and such facilities as protection equipment, kitchen space, lighting, lounges, coat rooms, public address systems, etc. Each year a volunteer facilities committee could up date the files.

#### HAVE YOU TRIED A TALK SHOW?

You could have a Johnny Carson, Dinah Shore, or a Merv Griffin in your own organization. You probably also have a host of interesting and talented people among your employees. In one company club there was a former "great white hunter," an ex-mayor, a retired airline pilot, a former mortician, a doctor, an All-American basketball celebrity, and an ex-FBI agent. What a talk show could be developed out of this line-up! If you are stumped as to what kind of a social gathering would appeal to your groups, give this idea a good going over.

#### ASKING QUESTIONS MAY CONFUSE YOU MORE

One of the more common choices of committtee men and women is, "Let's survey our membership and find out what they want." This can often bring more confusion and bewilderment than help. Dr. Harry Edgren, a former research director of NIRA and professor emeritus of Purdue University, said, "People do not always know what they want. It becomes the role of the professional leader to expose and introduce new experiences to his people." We all base our likes and dislikes on experiences or past knowledge. All of these experiences were new to us at one time. A degree of so-called "market testing" can be helpful in program planning, but only when it is administered by professionals. TV shows and the movies have long practiced the "show and find out" principle of audience surveys. Even so, they promote their potential programs well and endeavor to capture their audiences through advance publicity which we call "baiting the market place." If too much importance is placed on what people liked, we all would be hitching Old Dobbin to buggies today.

#### BIG BUSINESS IN LEISURE

Leisure centers and privately owned recreation facilities are springing up all over the country. In San Diego, an indoor trap and skeet center is attracting hundreds of citizens. It is a 30,000 sq. ft. building, housing 18 shooting fields. A maximum of 180 persons can use the facility at any one time. Commercial recreation business opportunities have never been so good. It is difficult to name a leisure activity that isn't suffering from a shortage of facilities. The bite on the taxpayer for additional municipal recreation dollars almost always meets with defeat. Enterprising business interests realize that the taxpayer who will not support his or her own community recreation facilities is often more than willing to contribute to the private sector of recreation: private and commercial health clubs, tennis and handball courts. Family leisure centers are good investments. Motels and hotels are interested in the market and most have facilities, or room for facilities, that could be converted to commercial use.

Most hostellers lack programming knowledge and direction to get started at this time, but they won't be in the dark for long. In the near future, industry may find hotels or motels willing to cooperate in filling recreation facility needs at comparatively low costs.

### FAST GROWING SPORTS

Soccer is one of the three fastest growing sports in the U.S.A. Tennis and motorcycle racing are also attracting many new enthusiasts. An upsurge in snowmobile racing was noted this past winter. Although bowling and golf rate high in overall participation, there seems to have been a stagnation of growth in these two sports in the past five years. Perhaps the affluence of golf courses and bowling alleys which are operating at capacity has curbed the promotion of these traditional favorites.

### PATERNALISM PAYS OFF

In our society we enjoy the interest and attentions of others. We can't envision anyone being so uninvolved that he or she would refuse a benefit when it is offered. Employee services and recreation are means to bring together management and employees for the purpose of benefiting both in many ways. Its impact goes beyond the employee when his family becomes a part of the program and his close friends enjoy some of the benefits, too -- just because he works for a company that is interested in its work force.

### MORE EDUCATIONAL PROGRAMS DESIRED

More and more employees are seeking instruction in special interests, both on and off the job. Some recreation associations have expanded their educational programs to cover a varied number of subjects. Here are but a few that you might review and consider:

Dressmaking and design	Public speaking
Karate and self defense	Speed writing
Bowling for beginners	Rapid reading
Golf for beginners	Writing business letters
Cooking with beer & wine	Candy making
Diets and exercise	Refinishing furniture
ABS's of home repairs	Painting and decorating
Upholstering	Growing plants
5 Card games to learn	Birds
Crocheting and knitting	Quilting
Drawing and painting	Vacation languages
Carpet and upholstery cleaning	Pruning & tree care
Buying and sell	Landscaping
Investment, stocks & bonds	How to protect your home and self
Insurance & real estate	Boat safety
Telling fortunes	Simple auto maintena
First aid	Repairing home utilities

Raising & training dogs  
How to repair a bicycle  
Wallpapering

Mixing drinks  
Making tapes  
Simple photography

### NEW TRAVEL OPPORTUNITIES UNDER OTC PLAN

OTC's, "one stop inclusive tour charters," offer bargain-priced air transportation that was available only through "affinity groups" in the past. OTC packages include both air fare and hotel accommodations, often at prices below the lowest scheduled fare alone. Check with your travel agent about the possibilities of going OTC.

### THE LEADERSHIP ROLE

The higher a person rises in supervision, the less pride he/she should take in his/her own ideas, and the more satisfaction he or she should derive from developing people who will generate ideas or improve on earlier ideas. Satisfaction in seeing others grow and develop is one of the richest rewards of a good leader. Bigness in the stature of command positions stems chiefly from a broad, far-sighted, and understanding point of view toward problems, both big and small. It is the extreme opposite of the selfish, narrow, short-sighted type of "I have all the ideas" person. A good leader is always eager to plant seeds of ideas with associates, to stimulate their curiosity and drive to excel, and never to dilute the thrill others feel upon being recognized and fully credited for their contributions. Top management of a company or an organization should be aware of leadership qualities and quickly recognize those who develop others, work toward a strong team-spirited organization, and avoid the spotlight in favor of others. One positive way to kill enthusiasm and willingness to participate on the part of others is to be a self-centered, glory-seeking supervisor, either on the job or in a volunteer leadership role.

### ANYTHING FOR CAMPERS?

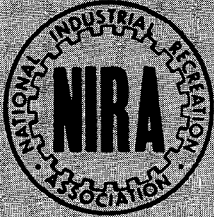
Camping and use of recreation vehicles haven't slowed down one bit. In fact, this year may surpass all records for hitting the highways and wide open spaces. Backpacking campers are on the increase also. Younger employees, those 18 to 30 years old, will take to vacationing in the open with camp fire and sleeping bags. The middle aged groups are sold on the travel trailer. Older employees, for the most part, prefer the self-contained, mobile, house-like trailer on renting a comfortable cabin on a lake. The camper-boater, another outdoor enthusiast, would prefer to sleep in his or her cabin cruiser-- if the pay check matches the desire to own a yacht.

### SUCCESS BENCH MARKS

The success of any undertaking depends, not only on the soundness of the basic ideas behind it, but also upon how well it carries out the objectives and details.

"A sound idea can lose its soundness in poor execution."





# key notes

A NEWSLETTER OF THE NATIONAL INDUSTRIAL RECREATION ASSOCIATION  
20 N. Wacker Drive, Chicago, Illinois 60606

Notes on the latest in programming and administration in the employee services field  
Edited by CIRA's Mel and Martha Byers, 2751 Inwood Drive, Toledo, Ohio 43606

May, 1976

Volume 6, No. 5

## FORM A HIKING CLUB . . . CALL IT "CLUB ADVENTURE"

Of all the health aids and programs, the simplest, least costly, and most effective exercise is plain old walking. But walking alone is not always enjoyable, safe, or interesting. To expand your fitness program, organize hiking tour groups of ten or twelve people each. Give each group a name and a different tour route to take. One may tour the zoo on Sunday, while the other hikes a city or county park. You might try a photo hike, with participants snapping pictures of beautiful or historical sites. Offer special seasonal hikes for the combined groups. Bussing to the Appalachian Trail, Pacific Crest Trail, Bantam Lake, Connecticut Trail, Old Santa Fe Trail, or other nature center can make an enjoyable excursion for hikers. In each state, there are large areas--national, state, and metro parks--to explore. For more information about historical trails, National Parks, forests, and monuments, write to: U. S. Department of Agriculture Forest Service, Washington D.C. U. S. Department of the Interior, National Parks Service, Washington D.C. Appalachian Trail Conference, 1718 N. Street N.W., Washington D.C. Pacific Crest Trail, U. S. Forest Service, 630 Sansome St., San Francisco, California.

Your city Forestry Department, Recreation Department, Parks Commissioner or Metro Parks administrator are also good sources of hiking information. Talk to your NIRA travel agent about areas where you can go by car or bus to develop interesting walking tours.

## VACATION SEMINAR

Here's a program that will attract and encourage participation. Several employees are asked to give six-minute presentations on

their favorite vacation spots. Each speaker prepares a display board in the meeting room. After the presentations, each speaker stands by his or her display to provide further information for those who are interested. The meeting can be made even more alluring if a miniature picnic style lunch or brunch is offered. Other attractions can be added, including a photo mart booth organized by the camera club, a travel booth run by the travel club and featuring its tour offers, a vacation fashion review, and a display of sports and vacationing equipment.

#### ADD TO YOUR COMMUNICATIONS--AND PUBLIC SERVICE

The Advertising Council, Inc., 25 West 45th Street, New York, New York 10036 provides free quarterly promotional packages, covering a variety of public services. Recent projects have covered such subjects as blood donations, safety belts, forest fire prevention, aid to colleges, energy conservation, and "Keep America Beautiful." The packets contain display material for bulletin boards, newspapers, and news letters. This is a great service and one every member organization should be delighted to use. Write the Ad Council today and join others in promoting the ideas that help make America great.

#### OILING THE HUMAN MACHINE

The value of an employee recreation organization is difficult--if not impossible--to estimate in dollars and cents. Studies have been made concerning its effectiveness in reducing absenteeism, developing job interest, and increasing production. Although there is a relationship between recreation and these factors, no absolute proof of total work force attitude improvement or motivation has been established. Like a machine, a business needs but one part, one phase, to malfunction for efficient operation to be impaired. An employee organization, under management guidance, may be one of the main bearings sustaining a satisfactory operation level. If the oil of good human relations is not administered, however, the bearing soon burns out and disintegrates. Likewise, many elements of our working conditions and practices are involved in a smooth business operation. The absence of even one can make a disastrous difference.

It is one of the unwritten responsibilities of a personnel department to keep people in management aware of the human side of business . . . aware that the human factor calls for a share of management's time and a special measure of its understanding. Sometimes this is an uphill task. We live in an age in which the major emphasis of many businesses is placed on technology. The foundations of modern business seem to be impersonal, however efficient or profitable. In progress toward human understanding, our progress has been meager. The employee/employer recreation and services organizations can be a tremendous asset to management, when coupled with good personnel administrative practices. It can do much toward lubricating the total business machine.

## AUXILIARIES - YES OR NO

Auxiliary clubs to your recreation organization should be considered as special interest activities, like travel or card clubs. Usually, auxiliaries are initiated because the parent organization fails to provide sufficient family involvement or has a membership closed to spouses. There are both good and bad features to auxiliaries. They can perform many functions helpful to the organization which employees do not have the time to handle. They do serve well as introductory groups for the relatives of new employees, especially those transferred from outside the community. In community activities, such as blood drives, community chest campaigns, and social agencies assistance, auxiliaries are most effective and are a credit to the company. The greatest dangers encountered with such groups are their infrequent change of officers and a common tendency to be isolated from the objectives of the parent organization. They have a tendency to stereotype themselves, become autocratic, and essentially restrictive--in both activities and membership involvement. Under proper guidance and with an outline of objectives, they can be effective and harmonious.

## OFFERING PROFESSIONAL ENTERTAINMENT

Increasing the activities level of a recreation program can be accomplished by using professional entertainment. Discount ticket arrangements can almost always be negotiated with local sports arenas, theatres, nightclubs, and events promoters. Most professional entertainment of any duration has days or times when attendance is below "full house." Discuss these dates and times with the promoter. Usually a discount agreement will benefit both the activity and your membership. Your part of the bargain may be limited to publicity. Greater discounts should be given when the association pays the cost of printing promotional material or takes on the task of selling tickets. You may choose to engage professional entertainment, as the Scovill Employees Recreation Association of Wolcott, Connecticut has. The Scovill people have purchased, by contractual agreements, such activities as a rodeo from Rodeo Cowboys Association, Inc. and a traveling circus. Such events, held exclusively for their members and friends on their own grounds, create a spectacular image of the recreation association. The NIRA/Warner Bros. film program is another "big name" entertainment package, especially designed for presentation by recreation associations. If your association has an appropriate projection area, a family movie program should be regularly scheduled.

## PICNICKING IS A TIME FOR EVERYONE

Probably the most universal industrial activity offered employees by their employers is the annual picnic. The old-fashioned picnics designed for employees and their families, with games and contests, remain as popular today as when they were first offered. Theme variations such as amusement park attractions, a rodeo setting, excursion boat trips, train rides, and carnival shows, help spark even more fun. Some associations or companies make their picnic

free to the employees; but experience tells us that most people show greater interest when sharing the cost and work.

Picnic costs should be determined on a sharing basis with employees credited for assisting with the preparations. There are many outstanding picnic programs offered by NIRA member companies who are most willing to share with you their planning experiences. The NIRA office offers guidebooks and pamphlets that suggest ways to plan and operate a successful industrial picnic.

#### CANOE TRIPS ARE GREAT FUN

Grumman Boats offers a free "Rent-A-Canoe Directory" which lists more than 500 canoe rental locations in 42 states and Canada. The 26-page booklet also contains safety hints. The company offers another booklet on the same subject called "Group Camping by Canoe." Write Grumman Boats, Marathon, New York 13803. A canoe-along trip can be one of the most enjoyable group activities offered in the summer and fall months. There are some canoeing areas that do not present hazards for non-swimmers. The Gaylor, Michigan Au Sable River tour, for example, canoes over an average depth of four feet, bordered by close shore lines. When your canoe-along event is an all day family activity, chuck wagon stations along the stream can provide welcome refreshments and rest. Trip certificates can be given each participant indicating his or her involvement in the "Great Canoe-Along." Special certificates called "The Over and Under Award" can be given all those who get dunked. In the evening, a canoe round-up, an outdoor barbecue with the awards presentation, and entertainment will add to the enjoyment of a well planned activity.

#### EARLY AMERICAN VACATION OFFERS

The American Indian Travel Commission is a non-profit organization that provides travelers with a listing of vacation possibilities at Indian owned and operated facilities. Free copies of "Campground and Trailer Parks" as well as listings of motels and resorts are available from the American Indian Travel Commission, Suite 550, Westland Bank Building, 10403 W. Colfax Ave., Lakewood, Colorado 80215. Another source for interesting but unknown parks is a publication titled, "Visit a Less Used Park," available from Consumer Information Center, Dept. 96, Pueblo, Colorado 81009 for the small fee of 70¢.

#### COLORING CONTEST FOR CHILDREN

Any activity designed for children can offer a pre-event promotional coloring contest, using line drawing symbolic of the event. Distributed to employees for their children's entries, it creates additional publicity for the event. Easter, Halloween, Christmas, and the annual picnic are times when such a coloring contest is most appropriate. For a sample of a coloring contest entry, write Martha Byers, Owens-Illinois, P.O. Box 1035, Toledo, Ohio 43666.



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August 1976

Volume 6, No. 7

## THE ELEMENT OF CHANCE

One of the strongest drives for many people is the urge to become involved in activities which present a chance to win. It may be for this reason that racing has become a leading spectator sport. State lotteries, bingo, door prizes and raffles attract considerable interest and participation. Large stakes or prizes often are not necessary to increase participation -- just the thrill of winning, even when the gift is insignificant, seems to satisfy many. There is hardly an activity in which some chance of winning a prize cannot be incorporated. Prizes may be offered on a drawing basis to attract early reservations or ticket sales or to encourage attendance. A lucky number drawing on tickets has promotional value. You may want to award small prizes to the first five people to discover a misspelled word in a bulletin. Lucky numbered bottle caps or cups may help to increase vending machine sales -- and add to the recreation fund. Departments with 50%, 75% or 100% attendance or ticket purchases for an event can be considered in a program sweepstake drawing. The promotional value of creating contests as part of your program promotions is always worthy of consideration.

## RECOGNITION OF VOLUNTEER ASSISTANCE

An activities director must rely upon a great number of program volunteers to have a successful operation. To recruit new volunteers and hold the ones already active requires considerable tact and know-how on the part of the director. Important factors in maintaining a good volunteer staff are the credit, praise and awards given participants for their efforts. Here are a few suggestions to consider when dealing with your volunteers:

1. See that credit is always given to the volunteer chairman and committees through public recognition in your newspaper, on company bulletin boards and in meetings.
2. At the function, announce the chairman and committee or list names on promotional pieces and programs.

3. Write thank you letters to your volunteers, with carbons to their supervisors. Note on the supervisors' copies any outstanding abilities that you have discovered in the volunteers. Thank the supervisors for their interest in the volunteers and for their support in encouraging their people to perform for the benefit of all employees, including management.
4. Establish a point system for volunteers and make awards such as "Outstanding Volunteer of the Month". Year-end recognition of outstanding awardees should be considered.
5. Establish a distinguish service award. Present one plaque to the individual and retain another for display in the association building. Base the award upon a three- to five-year (or longer) contribution. Use the point system to choose nominees and then let them be reviewed by an awards committee, considering not merely the points but also the innovation, benefits, community relations aspects, methods and procedures, and success of each nominee's contribution. Do not allow the award to become easy to acquire -- it need not even be an annual event. Limit the number of major awards to be given in one year -- surely, you will award no more than two for distinguished service at any one time.
6. Conduct an annual recognition event. A good time for this is when old officers retire and the new take office.
7. Have top management people involved in all major award presentations.
8. Base major awards on management and administrative skills in conducting events.
9. Conduct separate awards programs for the individual sports, arts and hobby interests represented in your program.
10. Volunteers who receive pay or any reimbursement of event costs in return for their services should not be considered in the same manner as full volunteers.

#### SOCCER BECOMING NATIONAL ATTRACTION

Although soccer probably is one of the oldest of sports, it has not traditionally had the American participation and spectator interest of other athletic endeavors. However, within the last ten years, soccer has become much more attractive to sports fans and many teams are engaged in league play today. Soccer is one of the simplest of sports to learn. In fact, the game can be quickly understood by a first-time participant. There are few rules and no preplanned strategies as there are in American football. The game appeals to adults and children alike and offers considerable group involvement in excellent play and exercise. Give soccer a place on your activities schedule. You may be pleasantly surprised with the results.

## CHANGING TIMES IN ATHLETICS

To become athletic championship material, considerable practice and effort is required over a long period of time. Starting at a youthful age and giving many hours of repeated effort to develop perfection will undoubtedly prepare the participant for greater competitive play throughout his or her lifetime. Few, if any, champions make this grade without the dedication and disciplinary effort put forth. Only a small percentage of today's sports enthusiasts are interested in sacrificing the time and effort for real sports' achievement. Only a generation or two ago, there were far more limited one- and two-sports activity interests per average individual. Today the exposures and opportunities provided the athlete to engage in a variety of sports are tremendous. These opportunities have created more diversified athletes and reduced the perfection skills in any one activity. The average employee now wants to be able to play satisfactorily and take part in four or five competitive or skilled sports, for the social and recreational values only. We in industrial recreation administration are therefore pressed to broaden our activities schedules and provide more learning experiences. The urge to give our attention to championship competition may well dilute our interest, attention and budgets for the majority of employees. The questions posed are, "Can we live with many activities and remain within our budgeting limits?" "Are we concerned with mass participation or a selected few?" "What are the objectives of our program and do they lead to the kind of programs desired most?"

## GETTING OUT OF A RUT

Breaking the old habits and practices of an organization is not always so simple as one might believe. The good professional administrator is usually the innovator or the one who considers more rationally the suggestions made by others. It is this input by the administrator and the manner in which he/she presents ideas that can bring about improvements. In industry, the innovator has a two-fold strategy to perform: influencing the officers and association members on the one hand and seeking support and approval, if necessary, from management on the other. Any organization worth its salt must keep growing, improving and offering new as well as old benefits to its membership. Some of the old programs may have served their time and should be changed or discontinued. Change and elimination create a stir. They activate a fear of the unknown and demand that extra effort of planning, not required in repetitious activities. The mark of an amateur is not knowing when the group has had enough. Among the rank and file members of any organization there is always a vocal percentage that complains about the progress of the association and its leadership. These same individuals, however, are often just as vocal in criticism if there are any changes or additions suggested. They may make the effort put forth to get out of a rut seem more disturbing than continuing on in the same old way. Here is where professionalism becomes necessary.

## PRIORITIES OF RECREATION FACILITIES

The most used and important facility in any recreational complex is the club house. If designed properly, it can accommodate many activities and satisfy a common denominator of recreation. If a club house is too costly to build, consider the next best facility to meet some of these needs: an outdoor shelter. Always plan

for sufficient floor space. We have seen neither a club house nor a shelter that was too large; but many that have proved to be too small. Multiple-use game areas are next in importance. Be cautious in developing singular activity shelters or club house facilities. Be sure the participation warrants the construction and the annual maintenance costs. An ideal club house would provide meeting rooms, a banquet hall, gym, physical fitness area, craft rooms, kitchen, storage space, a gift and sales store, recreational staff offices, a sauna and whirlpool, dressing rooms and an indoor-outdoor pool. Optional, but extremely popular, are handball courts, indoor-outdoor tennis areas, bowling lanes, an indoor rifle-pistol range and a theater.

### CHANGING TIMES

Today, there are more U.S. women employed outside the house than there are women who work exclusively as housewives. This change calls for a reappraisal of our employee activities and recreation programs. We should turn our attention toward family activities and programs for both husbands and wives of employees. We must develop a greater range of activities for children, especially involving the parents. Greater efforts must be made to introduce activities that appeal to women. Involve women in a greater share of the policy-making and administrative committees of all programs offered. Don't be sure you know what women want from the recreation program -- ask them.

### STOCK OUTBOARD RACING -- A SPORT THE WHOLE FAMILY CAN ENJOY

Stock outboard racing with the small racing boats is an exciting, competitive sport. One of the great advantages is that teen-age boys and girls as well as adults can bring home a trophy. It's a sport the entire family can enjoy together. Talk to your local marina managers or boat dealers regarding this activity. They should be able to help you organize a stock outboard racing club.

### RECORDS AND TAPES CLINIC

Although considerable money is invested in records and tapes, many consumers have little knowledge about their proper care and maintenance. For the price of an album, cleaning equipment can be purchased to preserve the quality and lengthen the life of a record. The same applies to tapes and tape recorders. A record and tape clinic could prove to be a most popular workshop activity. Your local record and tape dealer may be just the person to conduct the clinic, or there may be stereo hobbyists in your own group who have this knowledge and would welcome the opportunity to help set up a clinic.

### A NOTE FROM PAT STINSON

The NIRA headquarters office has received several requests of late for the job descriptions of our members. Currently, we do not have any on file at headquarters. We would appreciate it if you would send us your job description. It does not matter what your title is, so long as you are responsible for recreation in your organization. Please send it to: Patrick B. Stinson, NIRA, 20 N. Wacker Dr., Chicago, IL 60606. Please advise us if you would like your name and/or company identification kept confidential.





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## 80% OF ALL TRAVELERS TAKE PICTURES

Less than half of those taking photographs on trips and tours could be considered well informed in photographic techniques. The simple framing of a subject in the view finder can make the difference between a poor photo and a good one. Travel groups truly need instruction in taking photos, surely as much as information concerning the places they will visit.

Contact a local photographer or a dealer in photographic supplies - then arrange to hold a vacation photo clinic or workshop. Such a program will please not only those who are about to travel, but also many other employees anxious to improve their picture taking.

## NATIONAL HUNTING AND FISHING DAY - SEPTEMBER 25

Plan to participate in this national event. Feature rifle shooting exhibitions, trap and skeet exhibitions, casting demonstrations, casting contests, miniature turkey shoots with air guns and regular turkey shoots. Stage a rod and gun show; schedule an archery contest; have a camp-out clinic and show. Display wildlife art and photos; promote a wildlife photo contest. Feature a bird dog demonstration. Offer hunter education classes.

Call your state or county Conservation Department for assistance with lectures and films. Contact National Hunting and Fishing Day, 1075 Post Road, Riverside, CT 06878 -- 203/637-3618 -- for promotional materials and information.

## RECREATIONAL VEHICLES POPULAR

1975 was a good year for recreational vehicle sales and a 25% increase over last year is expected in '76. A 17% increase in camping trailers alone is expected, according to the Recreation Vehicle Association. The popularity of vans is creating a shortage at dealer outlets and indicates a new trend of recreational

interests. Vans are being converted into campers, overnight mobile lodging units and family buses, as well as hobby and special interest workshop units. Deluxe travel vans are now available with more luggage space and children's play facilities for traveling families. Special exteriors and interiors are available, too, but many recreation vehicle owners make decorating a do-it-yourself project and enjoy the opportunity to create their own furnishings and decor. This is one of today's growing recreational interests and provides the recreation director with a new field to explore.

Check out the interest among your employees in starting a recreational vehicle (RV) club. In some communities, RV enthusiasts get together to compare equipment and to plan picnics, weekend camp-outs, extended vacations and more activities. A well organized RV club might even be able to convince local retailers to offer discounts on RV and camping supplies. Test the reaction to this idea early this fall. You may find yourself with a popular and active new club.

#### CHILDREN'S GROWING-UP CLOTHING SALE

An activity that should prove successful and beneficial is a Children's Growing-Up Clothing Sale. Parents bring clothing their children have outgrown to the clubhouse on the Growing-Up Sale preparatory day. The merchandise is tagged with size, price and the parent's employee registration number. When tags are removed at the time of sale, they are placed in a box for sorting according to registration number - the employee then receives a check (less Association commission) for merchandise sold. Left-over merchandise is given to a local relief agency.

Participants must price their merchandise and be willing to donate it to a local agency if it is not purchased. Toys and other items could be included in the sale.

#### COMMON GROUP RECREATIONAL EVENTS

Most groups have staged one or more of the following one-time events. Has your association tried them?

Corn roast, clam bake, wiener or cube steak roast, surf and turf party, splash party, scotch foresome, sports challenge tournament, golf tournament, all-sports day, vaudeville night, feather party, Las Vegas party, international festival, carnival, open house night, stage show, theme dance, picnic, hobby lobby, festival of the arts, group tour, silent movie night, outdoor movie, pool side party, cooking school, flea market, farmer's market party, band concert, mystery auto tour, singles party, mothers and daughters banquet, dad and lad event, awards banquet, officers' outing, association's birthday party, Hawaiian luau, moonlite boat trip, holiday parties, fishing contest, photo contest, card party, fashion show, wine tasting party, Oktoberfest, bicycle hike, indoor sports contest, music jamboree, dinner/theatre outing, retiree night, lawn games tournament, new and old officers' banquet, new officers' institute, crow shoot, turkey shoot, fish fry, auction surplus sale, zoo day, boat regatta, and special interest trips like skiing, fishing, hunting, theatre ...

## RECOGNIZE PUBLIC SERVICE

In almost every company, there are employees who serve their communities in some public office or private project. We can see no greater form of encouragement and appreciation for these efforts than company or association recognition. The recognition is one of the finest public relations efforts in which any company can engage.

There should be special awards, plaques, certificates and congratulatory letters issued to employees who give their time to these causes. If an awards banquet is held where sports and other recreational awards are given, include these public service employees. Contact your corporate P.R. department, as well as the editors of your company newspaper and recreation newsletter to see that these people are recognized in the company and in the communities they serve.

## SKATE BOARDS REVIVED

There's a new and fast-growing interest in skate boarding. The fad is becoming a youth competitive activity. There are skate board races, skate board acrobatics, and spectator skate board exhibitions. More sophisticated skate boards are now on the market and you can look for an increased interest in skate boards by adults.

## LEGISLATION AND RECREATION

All recreation administrators should pay close attention to local, state and federal legislation. There has been and will continue to be more legislation concerning recreational interests. For instance, a proposed amendment to the Marine Manual Act of 1972, recently introduced, would affect every zoo, aquarium and even individuals having aquariums or pet animals.

Laws concerning fire arms, snow mobiles, bicycles, scooters, boating, skiing and horseback riding could affect participation in these activities. Recreation specialists should be appointed to committees to study any legislation that directly or indirectly affects recreational interests. Let your legislators know that you are concerned and represent industrial recreation.

## GETTING TO KNOW YOUR PEOPLE

If the personnel program serves only to promote what management thinks is best, is it any wonder that employees look outside the company for satisfactions other than their pay checks? The truth of the matter is, if the personnel program is to achieve maximum effectiveness, it must serve as a vehicle for communicating the needs and aims of the employees to management, not the other way around.

Employee activities staff personnel are in closer contact with the leaders of the employee group than are any other management people. What is more, recreation professionals are as equals, or friends, unlike other supervisory personnel. The upward communicative flow through employee activities and its advisors can be one of the most effective and profitable tools of personnel management.

## HOW-TO-ENTERTAIN CLINICS

Considerable fun and interest could be generated by how-to-entertain clinics. Workshop titles such as "Party Clinic", "Perfect Host Workshop", "Creating the Life of the Party", "Successful Entertaining" will stimulate attendance.

Sessions should include:

1. Planning a party agenda
2. How to entertain groups
3. Mixology - the art of mixing drinks
4. Party food recipes
5. How to incorporate music, films, slides, etc. in the entertainment
6. Games and stunts
7. Name tags and ice breakers
8. Invitations and R.S.V.P.s
9. How to decorate, costume and develop atmosphere
10. Where to get supplies and help

## THE RECREATION ASSOCIATION

The question, "should an employee organization be incorporated?" is often asked. There are pluses and minuses regarding incorporating. Among companies with recreation associations, people on both sides of the question are usually quite positive in their choice of operation.

For those activities directors who are concerned with which method is best, we recommend a careful study be made of the alternatives and how to relate them to the organizations' basic objectives and aims. (Why do we have an organization of employees? What do we expect it will accomplish to benefit the company and its people?)

## LOGO SHEETS AVAILABLE

As a NIRA member, you are entitled to display the NIRA Association logo. You may use it on your letterhead, business card, recreation newsletter, publicity materials and elsewhere. Contact the NIRA office for ready-to-print copies of the logo.





# key notes

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## SEMI-PRO SKILLS CAN HURT

There are times when the near-professionals in any group can cause a program to disintegrate. When an activity is the only one of its kind in the company, the highly skilled or talented members have a detrimental psychological affect upon the beginners and moderately talented majority. Coaches, instructors and often the officers tend to favor the better performers, believing the only criteria of a successful program is perfect performance. We note this is a frequent error of instructors in various educational institutions. It is much more difficult to teach the slower learner and, therefore, requires considerable more teaching and coaching ability. When perfection becomes the important goal, the average participants, and certainly the beginners, are ignored or discouraged from participating. Some activities can be designed specifically for the semi-skilled or greatly talented individuals. The skillful recreation director may opt to find outside organizations or teams for these folks to join and enjoy being part of a more professional or competitive group.

## PROGRESSIVE TOURS IN YOUR HOME TOWN

An idea that lends itself to an evening or a day of diversified entertainment is the progressive tour. Make a survey of attractions within a city or county and set up a program for visitation by groups for short periods of time. As an example: one group of twenty-five (groups should not be too large) started with a quick tour of a local manufacturing plant, then arranged for lunch at one of the more interesting restaurants. The outing continued with a visit to a hotel where a tour was provided and cocktails served. From there, it visited the local bus company to see how buses are cared for, schedules are arranged, etc. The group proceeded to a tour through a university, a rest home, a social agency and a dance studio. The entire tour climaxed with a dinner/theatre event.

## HOW TO MAKE THE MOST USE OF KEY NOTES

Some of our readers have written us stating how they get more mileage from key notes. We feel these suggestions are worth passing on to other administrators who may wish to increase the effectiveness of the information.

Most directors insert key notes in three-ring notebooks for reference library use. Some obtain additional copies from NIRA at printing cost for distribution to their association officers. Others select and sort the information, then duplicate it for distribution to interested company officials and special interest group officers. One director uses key notes as a workshop text for program committees. A suggestion by one reader mentions noting the articles in the margin for reference in giving talks or group instructions. Some take issue with articles and use them as discussion and fact-finding exercises.

We are delighted with the various uses to which key notes is put and encourage this further utilization of the newsletter. Articles published are compiled from many sources. They may be condensed or rewritten without permission from the Editors. Do feel free to send us your ideas, your articles and suggestions.

### RETIREMENT GROUP ACTIVITIES

Recreation associations with internal special interest groups, such as golden age or retiree clubs, should assist the officers of these groups in planning events. A list of activities tailored to special interest groups should be kept on file and updated as information regarding new activities is received.

It is important that at least ten percent of such groups hold some office or chairmanship. In addition to the usual offices of president, vice president, secretary and treasurer, three more vice presidents could be selected to oversee social activities, services and benefits, and health and education. Special chairmen, serving terms of one year or longer, could include: chaplain, music director, host and hostess, transportation chairman, communications director, birthday and anniversary chairman and special events chairmen. Activities should be classified under education, benefits and services, recreation and health, social and cultural entertainment, trips and tours.

Some of the successful events held by retiree groups are: questions and answers -- concerning social security, medicare and medicaid, taxes, company benefits, finances and investments, wills and legal matters; local historic attractions and information; dinner/theatre outings; zoo day; picnics; roasts; golf leagues; bowling leagues; card and bingo parties; holiday events; trips and tours; company updating sessions; social agency volunteer recruitments; health aids discussions; retirement living and housing lectures; information sessions on how to protect yourself and home; idea exchanges on hobbies for fun and profit; do-you-remember-when movies and exhibitions; lectures on religions of the world; amateur or return-to-vaudeville nights; a day in court; this is my life parties; potlucks; and cook-outs.

### NIRA TRIES

When you have a successful activity and one you would like to share with others, RECREATION MANAGEMENT and key notes would be delighted to receive the story. NIRA's staff is small, but working diligently to provide you with assistance, material and service. Your Board of Directors and officers have one goal in mind: building a strong, effective and serviceable organization.

To be progressive is to endeavor constantly to improve services and seek new approaches and innovative ideas. To be progressive also involves trials and exposures. Some new programs may not prove as successful as planned; some may exceed expectations; others may require additional research. To quote a popular expression - "He who never makes a mistake is not producing." We agree. While we want to make as few mistakes as possible, we cannot let fear of failure deter our efforts to explore new approaches and benefits for our membership.

Let us hear from you. Tell us what you would like to have NIRA do for industry. Tell us what you have to offer. Give us hell when you think we need it; but also help us by telling us how to improve or meet your anticipations. We want NIRA to be the very best industrial organization to which you belong.

### CUT DOWN ON THOSE SERVINGS

Almost all of us eat too much, especially when dining out. Cafeterias, clubs and restaurants should offer "Half-Way" or "Slim Jim" plates -- just about half of what is normally served. Eating less, especially as we reach middle age, could do much for our general health in the years to follow. Overeating can become a habit just as drinking can.

When serving food at recreational events, too, the tendency to go over-board on purchasing food and drink is common among inexperienced refreshment committees. Such committees need guidance and supervision. Should your refreshment committee over-order however, don't let the group throw out the leftovers. Orphanages, rest homes and churches are often pleased to have the surplus. Nevertheless, the committee can do everyone a favor, and save money, by limiting food orders and cutting back on those large portions.

### "SILLINESS AND SEX DISCRIMINATION"

The August 9, 1976 Wall Street Journal published an article under the above title. Every recreation administrator must agree with the Journal's comments concerning the ridiculous rulings of HEW banning father-son and mother-daughter banquets in public schools. Now, singing groups are being singled out for alleged sex discrimination ... goodbye, Barbershop Quartets, all-girl choruses, etc. All the fault for this extremism should not be placed with HEW. It must be shared by the Congress that passed sweeping laws banning sex discrimination. Here, again, recreation administrators, coaches, instructors and participants should let their congressmen know how damaging these laws and rulings will be to popular recreation activities. If we fail to voice our protests, it is conceivable that clubs may be forbidden to have ball teams unless they have a certain percentage of senior citizen players -- an age discrimination interpretation could do it.

### CONVALESCENT LOAN EQUIPMENT PROGRAM

One of the most appreciated services an association can provide is the loan of convalescent equipment to members. Employees or their families who require home care after being hospitalized often are confronted with the problem of renting -- but more often purchasing -- wheelchairs, hospital beds, walkers, etc.

These items are expensive to purchase and are difficult to sell at a fair return of the investment after they are no longer needed. The association can usually purchase these items at wholesale with membership relief funds provided for illness, emergencies and welfare. Admission activities during the year can set aside a small amount of their profits to supplement the membership relief and welfare fund and make this service possible.

#### TAPE A SHOW

A clever and interesting show to stage for a children's party or an adult activity is a recorded tape performance. All the amateur actors are required to do is pantomime the words and actions. A person familiar with recording tapes can put together pre-recorded portions and dub in music, sound effects and conversation. There is no problem with hearing the show or with actors forgetting their lines -- the only drawback is timing. A performance could appear like an old vitaphone movie in which the actors' actions and voices sometimes did not synchronize. A few rehearsals can eliminate this problem -- and, even if they don't, you just have a little more comedy appeal. For children's shows, papier-mache heads for such popular characters as Big Bird and Donald Duck, can be worn by the actors. No lip coordination is required. Most large city costume shops have a wide selection of papier-mache heads and costumes to match. You can purchase records from shops or write to Publishers-Central Bureau, 1 Champion Avenue, Avenel, New Jersey 07131 for a catalogue of books, tapes and record specials.

#### ON A SAD NOTE

Special thanks to A. Murray Dick of Dofasco for calling our attention to the death of (Clarence) Ray Gillaugh, formerly recreation director at National Cash Register. Ray died last year, at the age of 67. He joined NCR in 1925 and worked in the manufacturing export factory parts departments. In 1954, he was named recreation director and served in that capacity until his retirement in 1973. He was a member of the Dayton (Ohio) Amateur Softball and Basketball Commissions and served one year as Softball Commission President. He was survived by his widow, Alice, a son and three grandchildren.

AS YOU PLAN THIS YEAR'S CHRISTMAS ACTIVITIES, DON'T FORGET YOUR NIRA IDEA RESOURCES. CONTACT PAT STINSON AT ASSOCIATION HEADQUARTERS FOR HOLIDAY PLANNING MATERIALS.





# key notes

A NEWSLETTER OF THE NATIONAL INDUSTRIAL RECREATION ASSOCIATION  
20 N. Wacker Drive, Chicago, Illinois 60606

Notes on the latest in programming and administration in the employee services field  
Edited by CIRA's Mel and Martha Byers, 2751 Inwood Drive, Toledo, Ohio 43606

November 1976

Volume 6, No. 10

## RACQUETBALL POPULARITY

In some sports circles it is believed that racquetball will eventually overtake tennis in popularity. Racquetball is easier and less expensive for novices. It is easy to play the first time out. Technique is not as important as it is in tennis and there aren't the problems of nets and boundry lines. Virtually anyone can play racquetball, especially in its three-wall variation which is popular on many outdoor and indoor courts. Check with your sporting goods dealer for additional information or call NIRA headquarters for help in locating racquetball equipment and facilities advice.

## FALL & WINTER TIME FOR SCHOOLING

Vacation time is over and school days are back with us. Recreation associations should consider a short series of instructional classes, lasting not more than eight weeks. Examples: auto mechanics, public speaking, income tax filing, dressmaking, fly tieing, home decorating, handyman skills, knife and blade sharpening, cooking and baking, entertaining in the home. There are many other topics which might be popular with your employee group, including sports instruction.

## 101 SURE-FIRE FUND RAISING IDEAS

You must read an eight-page article on fund raising, published in the October 1976 issue of Family Circle Magazine. It lists 101 ideas for fund raising projects or just fun. To list a few: marathon dance, theatre party, celebrity auction, headdress ball, powder-puff derby, pro-am tournament, buttons and bumper sticker sale, consumer testing, games of skill.

The article also includes fund raising tips on seeking donations; running raffles; obtaining insurance and permits; and handling money and publicity. Write: Family Circle, 488 Madison Avenue, New York, New York 10022 for the October issue or visit your library and have photo copies made of this magazine section.

## SNOWMOBILE SAFETY

Snowmobiling is one of the fastest growing winter sports in America. The growth has called attention to the need for increased education in the safe use of snowmobiles. Bombardier Ltd., in conjunction with The National Safety Council, has prepared and published an excellent booklet entitled, "Play Safe for More Winter Fun". Write: The National Safety Council, 425 North Michigan Avenue, Chicago, Illinois 60611 for copies of this excellent illustrated handbook.

## MEETINGS CAN DRIVE YOU CRAZY

Planning a meeting without a purpose or an agenda can lead to group confusion and futility. The wrong meeting time or date will result in absentees. Picking the wrong facility will reduce attendance and can make the meeting seem unimportant. Choosing speakers who perform poorly or have little information to relate can discourage further meeting attendance. Regulating your time; that is, scheduling everything on the agenda within a specific time, is a must. Try out that public address system before meeting -- most of them cause no end of trouble. Visual equipment such as movie projectors can be tricky -- be sure to have that under control, too. Check the thermostat -- your meeting room can be a refrigerator or a sweat box. You'll have smokers, so be sure you have a good air exchange and, of course, plenty of ash trays. Have printed material concerning the meeting, or portions of it, to distribute. Everyone cannot take notes as rapidly as some speakers talk, so have pencils and notepaper available.

Never damn the attending audience, however small. Compliment those who showed up for the meeting. Follow up with a summary, published and distributed soon after the meeting. Follow up on the assignments made, too, or you may need more meetings than necessary.

Most of us cannot read tiny name tags in ordinary typewriter print. Get large tags and print in letters at least 1/4 inch high. Save listeners the embarrassment of not being able to address the speakers by name. Place large name cards at the podium, speaker's platform or head table. Most meetings can be completed in 45 minutes. If they run longer, let there be a break. A poor chairman, not knowledgeable in Roberts Rules of Order, can let a meeting become a muddled mess, not knowing how to stop argument or silence the vocal performers. Distribute 4 x 5 "question" cards and collect them at door after meeting for suggestions, compliments, criticisms, questions, assistance, etc. Ask all participants to rate the meeting -- A, B, C, -- and sign their names. Use these cards as door prize stubs at the next meeting, to assure a return of those present.

Group discussion should not be used when the speaker knows the subject much better than the participants. Group discussion is good when the group is well informed in subject matter. The purpose of audience participation is to draw out listeners' knowledge or get them to accept change and new ideas.

## PROMOTIONAL PHOTOGRAPHS

The use of photography as a promotional medium is one of the best means to tell your story. However, a good promotional photograph must be staged carefully and tell a story. Avoid tin-type, posed photos. Put action in your photos and get in close on the subject matter for better story telling pictures. Keep the

photo simple -- too many subjects in picture are distracting. Use clearly focused photos with good contrast. Most newspapers like black and white glossy prints, 5 x 7 in or larger. For other promotional uses, offset printing of a photo can be much less expensive than producing multiple prints in a photo lab. Be sure all subjects have given permission for photographing them and they know how the photo will be used. Always make available copies of the photograph or the actual photos for those in the pictures. Additional copies can be sold at cost.

### INDUSTRIAL RETIREMENT CLUBS

Most major industrial recreation and employee services associations have "Golden Age" or retired employee clubs. Administrators of employee activities should check their communities for services offered to the elderly. There are many government and private programs to help and interest older people; but, unless you are familiar with them, locating their services can be like trying to find your way out of a forest.

The Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402 publishes a booklet, titled, "To Find the Way to Services in Your Community", DHREW (SRS) 73-20807, price 40¢. This helpful guide lists twenty different areas of assistance that are available in communities throughout the nation.

### PLANNING CHRISTMAS PARTIES

The holiday season is one of the most popular periods for family events. Dinner dances for employees, spouses, and single's guests can be the highlight activities of the year. Children's Christmas parties are welcomed not only by the kiddies but by their parents as well. Adult parties and dances should always be open to spouses and single's guests, never restricted to employees only. Office and plant Christmas parties have received much adverse publicity from the news media which often feature isolated, scandalous "bashes". Such bad news is a result of poor planning on the part of an employee association or management. Even though the spicy stories circulated are exaggerated or fictitious they may present your party to the public as an orgie sanctioned by the company. This kind of "news" gets wide circulation and causes some companies to discontinue holiday festivities for employees and their families.

Just one event receiving adverse publicity reflects upon the many fine family Christmas parties promoted by the majority of companies. It can discourage holiday events in other companies whose managers fear being classified along with the few making news. Properly planned, adult Christmas parties are a huge success and a credit to the association and management.

### WINTER EVENTS

There are many winter events which can be offered employee groups. We are listing some that may be of interest to your program chairmen and membership:

Toboggan Parties  
Old Fashioned Sleigh Rides  
Ski Weekends

Dinner Theatre Parties  
Curling Exhibitions & Games  
Hockey Games

Cross-Country Ski Hikes  
Snowmobile Outings  
Winter Wonderland Photo Contests  
Winter Landscape Painting Trips  
Family Ice Skating Parties  
Ice Fishing Trips  
Cooking Schools  
Winter Music Festivals  
Classes in Knitting, Quilt Making  
Afghan & Hooked Rug Classes  
Vacation Planning Sessions  
Investment Planning Sessions  
Officers' Banquets  
Indoor Pool Parties  
Indoor Swim Exhibitions  
Square Dance Festivals  
International Festivals  
Indoor Sports Tournaments

Ice Boating  
Childrens' Christmas Parties  
Holiday Dinner Dances  
Thanksgiving Feather Parties  
New Year's Eve Parties  
Lincoln's Birthday Theatre Parties  
Winter Fashion Shows  
Exercise & Health Clinics  
Holiday Decorations Workshops  
Employee Talent Shows  
Crafts & Hobby Shows  
Holiday Gifts Exhibitions & Sales  
City & County Sightseeing Tours  
Turkey Shoots  
Country Music Jubilees  
Sock Hops  
International & Domestic Travel Tours  
City Progressive Attraction Tours

Many more events including basketball games, handball tournaments, indoor tennis matches, visual audio computer golf, bowling and others are common to most programs.

#### WESTERN SQUARE DANCING MOST POPULAR

Square dancing is popular all over the world. The Burleson Dictionary lists nearly 1,900 possible calls, but even the "Basic 75" patterns are as infinite and as varied as snowflakes. Part of the fun of western square dancing is the dress. Many of the dancers make their own costumes, choosing matching color schemes for partners. Square dance participants not only enjoy the social and entertainment aspects of this activity but may also spend their vacations at camporees where as many as 800 families combine the fun of camping and square dancing. This year's camporee and convention at Anaheim, California attracted 40,000 dancers. For the most part, square dance groups appeal to the middle-aged and are, without doubt, wonderful husband-and-wife activities. It is important to engage a professional caller with a good personality.

#### WHY SPORTS FILMS FAIL TO ATTRACT

Unless the film is very new, clever and different, the reruns of games, already seen on TV, are not bell-ringing attractions. Program chairmen who are anxious to have good attendance at their meetings often feature sports films, hoping they will be the highlight of the evening. The chairmen are greatly disappointed when only a few remain to view the films. The best results in showing sport films are achieved when the films are shown in conjunction with a live commentary by a sports writer, coach or leading athlete.

THE EDITORS WELCOME READERS' QUESTIONS AND CONTRIBUTIONS



# key notes

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December/January, 1977

Volume 6, No. 12

## CHECK RM FOR SUPPLIERS' PROGRAM INFORMATION

The October 1976 and December/January issues of Recreation Management Magazine contain interesting and useful information from our Associate members. The October issue includes a comprehensive sports planning guide developed by the Athletic Institute, a not-for-profit service organization. The December/January "Buyers' Guide" issue contains a Caribbean group travel planning guide from Holiday Inns. Be sure to read these guides and use the Reader Service cards to request additional information.

## WALKING ASSOCIATION OFFERS MUCH

There is a U.S. non-profit corporation concerned with the neglect of walkers' rights and dedicated to stimulating more interest in walking. The group encourages people to walk, hike, and pedal bicycles. It supplies information pertaining to walking programs, hiking, and walking contests. It offers challenge charts, certificates, awards, and motivational pep talks. The association is interested in pedestrian legislation, walk and bike ways, facilities and research on the benefits of walking, methods and safety. You can affiliate your employee hiking, health, or tour and travel group with this organization by writing Robert B. Slight Ph.D., Executive Director - Walking Association, 4113 Lee Highway, Arlington, Virginia 22207.

## SOCK HOP IDEA FOR A DANCE PROVES POPULAR

The Owens-Illinois general office Onized Club staged a sock hop, popular in the 50's. The Club hired a local radio station disk jockey and played records of the 50's. The evening included contests and exhibitions of the Alligator, Chicken, Twist, and other dance crazes of that period.

Everyone was given bubble gum to compete in the all-out bubble gum blowing contest. Participants dressed in fashions of the time and prizes were given for the best dressed boy, girl, couple. Two older members were selected as chaperones for the evening. For details, write: Martha Byers, P. O. Box 1030, Owens-Illinois Inc., Toledo, Ohio 43666.

#### SPECIAL HANDLING FOR SPECIAL TALENTS

Some organization functions should not be elective positions. Where special talents and expertise are required, the chances of obtaining all the qualified members through elections are remote. The electorate is not always the best judge of candidates. Far too often organizations suffer through a year of inefficiency and sloppy operations due to inexperienced or unqualified officers. The office of the treasurer should definitely be restricted to qualified candidates, or better, be filled by the appointment of the board or other elected officers. When the organization has a number of vice-presidents as V.P. of Finance, V.P. of Administration, V.P. of Membership, V.P. of Services, some of these officers may be considered for appointment. If the organization wishes to take another approach to the problem, an advisory board of consultants can be appointed, one to assist each V.P. These consultants, each one a specialist in his or her field of activity, can serve the administration in an advisory position to all officers and committee chairmen, as directed by their various vice-presidents.

#### "RISKO" - THE SELF DISCERNING GAME

The Metropolitan Life Insurance Company has designed a game which gives each player his or her heart attack "risk score." Printed on 8½" x 11" stock in two colors, game charts take into consideration age, heredity, weight, smoking, exercise, cholesterol, blood pressure, and sex. The charts can be easily reproduced for use in your industrial health club or for general distribution. It's a great alert mechanism to encourage participation in activities offering exercise, help in stopping smoking, and weight reduction. It will also encourage employees to schedule annual physicals.

#### LIVE THEATRES TRIPLE ATTENDANCE

Dinner theatres -- and now cocktail and hors d'oeuvres theatres -- are attracting capacity crowds. A buffet dinner and a good show go hand in hand. We have always considered food and refreshments as important components of many recreation activities. When refreshments are coupled with other activities, the participation is greater. Some live theatre operators offering light refreshments instead

full course buffets or dinners are pricing their events at \$5.00 and \$6.00 per person. Dinners, depending on the menu offered, range from \$10.00 to \$18.00 per person. Where bar service is provided, the chances of a lower dinner admission price may be expected.

Industrial recreation programmers may find the dinner or cabaret style theatre event something new to incorporate in their social and cultural calendars. If the community supports such a dinner theatre, special rates may be available for groups of twenty-five or more. If the association has a facility but no theatrical special interest group, check with local universities, colleges, and high schools which offer drama instruction. Sometimes a co-op arrangement can be developed that is profitable for both groups, yours and theirs.

#### ASSOCIATION COOKBOOKS - A PROFIT BUILDER

Everyone has a favorite recipe and would enjoy sharing it with his or her fellow worker. Many organizations have found the publishing of a membership recipe cookbook a fine profit maker. All recipes entered are identified by a credit line to the participant - name, address, and telephone number. This also adds to the value as members can discuss their successes or failures with the author of the recipe. Once the recipes are all typed, compiled, and categorized, bids are requested for offset printing of the book and a price per book determined. At Xerox, one of the employees wrote a cookbook and the association is selling the book with ease. For more information, write: William B. DeCarlo, Xerox Corporation, Xerox Square, Rochester, New York 14644.

#### CHALLENGE NIGHT GREAT FUN

If you want to create conversation, interest, and enthusiasm for an event, here are some ideas to consider:

1. Promote a supervisors vs employees bowling, softball, or other sports event. Publicize the contestants in the plant papers, bulletin boards, and flyers. Organize cheerleaders and cheering sections for both sides. Put up a challenge award - losers pay for the refreshments. Create some wacky trophies to present and ham up the activity as much as possible.
2. Promote an association officers vs staff and advisors event.
3. Select a top management official to bowl or golf and develop a beat-the-boss-at-his-game

contest. Anyone topping his score gets an "I Beat (Official's Name)" button to wear. As an added incentive, award the best of winners an invitation to play the official individually to determine the all-company champion.

4. Promote an amateur contest between average and less accomplished players for the Olympic Amateur plant champion. A second tournament for Cream Puffers -- top bowlers, softball players, etc. -- should be staged. In both cases, cut the playing time and establish handicaps such as points off for gutterballs, fly balls, etc. Again, present wacky awards.
5. Hold an all-sports challenge night or day, featuring billiards, pool, handball, bowling, horseshoes, darts, target matches, etc. This can be programmed for two different seasons: one featuring the indoor activities and one the outdoor events. Departments can challenge each other or divisions of the company can compete.

#### CRAFTS ARE BECOMING MORE AND MORE ATTRACTIVE

Both men and women are enjoying the array of crafts material and crafts instruction now available. This has become an increasingly popular, multi-million dollar business. If you have not introduced crafts in your recreation program, you are missing one of the best action activities today. In the average medium size community, we have discovered over fifty crafts organizations or groups. Rock collecting, pottery and ceramics, flower arrangement, macrame, jewelry making, etc. are growing in popularity, along with more skilled groups in photography, art, gardening, firearms construction, electronics, etc. Some crafts require considerable equipment, but many do not. Facilities for many hobbies need only to be a room with work tables. In some instances, crafters bring their own equipment and supplies to the work area. Others contribute to a common fund to equip the workroom with essential needs. All are most willing to pay for instruction.

WATCH FOR THE NEW PROGRAMMING QUESTIONS & ANSWERS COLUMN

BEGINNING IN THE FEBRUARY 1977 RECREATION MANAGEMENT